

**KCIT MATRIX MANAGEMENT
POLICY STATEMENTS AND SUPPORTIVE PRACTICES**

TRUST AND DELEGATION

Policy 1. Management identifies the “what” and we empower staff to determine and execute the “how”.

Practices:

We will:

- Delegate
- Choose to Trust
- Empower
- Develop and mentor
- Teaming agreements/charters
- Trust each other
- Respect
- Positive attitude
- Empower/ownership
- Define roles and responsibilities.

To achieve timely, effective, value added business solutions.

- Identify desired outcomes
- Have touch points to check in during the process
- Use delegation checklist
- Management

THINKING & ACTING AS A MATRIX

Policy 2: Management supports flexibility in staff assignments across the enterprise.

Guidelines:

- ***Has to support the whole***
- ***Has to fulfill a need***
- ***Has to help foster the matrix relationship***
- ***Provide professional opportunity for employees***

Practices:

- Actively seek opportunities for matrix assignments
- Analyze the feasibility of the opportunity, when a temporary position is available. Post, fund, etc.
- Use RASIC to manage the matrix assignments
- Clearly set expectations up front – what happens at the end of the assignment.

- Set up a reward mechanism to encourage matrix assignments and encourage participation
- Make it the responsibility of the manager and the 'matrixed' employee to understand the business environment they are assigned to
- Need process for weighing priorities and coordinating the use of staff and their skill sets.
- Prioritize operational tasks and ask how people can help with those.

Policy 3: Management will support work by IT staff that is non-IT and related to the business that they support (i.e. hybrid positions) –LOOK AT PHRASING AND INTENT

MATRIX MEASUREMENT & INCENTIVES

Policy 4: We will measure and monitor matrix processes and relationships for the purpose of improving them.

(Practices to be worked on)

Practices:

- Agree on the metrics e.g. # of documented matrix relationships that have been communicated and assigned
 - # of matrix related complaints
 - # of successes
 - # of shared outcomes with or without problems
 - Performance reviews

Policy 5: We will measure and monitor the following relationships: [Fill in the blank]

Practices:

- Create RASIC diagram for those selected relationships
 - Have HRSDM act as the matrix guardian
- OR
- Have a group that reviews the measures and makes recommendations

Policy 6: We will communicate successes from our work as a matrix organization.

Practices:

- Publish on web site
- Acknowledge everyone so they know they are included

Policy 7: Employees will be rewarded for sharing in success of teams/groups

Practice:

FINAL DRAFT

- Define success

Policy 8: Support of matrix relationships will be part of performance evaluations

Practices:

- Build input in from other departments and functions and project teams
- Evaluate capacity to work in a matrix